

A New Government Business Model

Focused on Results

Streamlining and Integrating Program
and Business Management for Better
Performance

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Energy Efficiency and Renewable Energy

The Current Situation

- We focus on “sectors” rather than “programs”
- “Sectors” develop and maintain processes and systems that duplicate and conflict with corporate approaches
- Artificial organizational layers are superimposed over “programs” – creating inefficiencies
- There are too many layers between me and many of you

What Led to the Need for Change

- Strategic Program Review
 - A comprehensive in-depth review of all EERE programs
 - A need to strengthen our focus on programs and program management
- President's Management Agenda
 - Flatten organizations to make them more responsive
 - Focus on results, not process
 - Link budget with performance
 - End overlapping functions, inefficiencies, and turf battles
 - Make the most of our people, their knowledge, skills, and abilities

My Concerns and Ground-rules

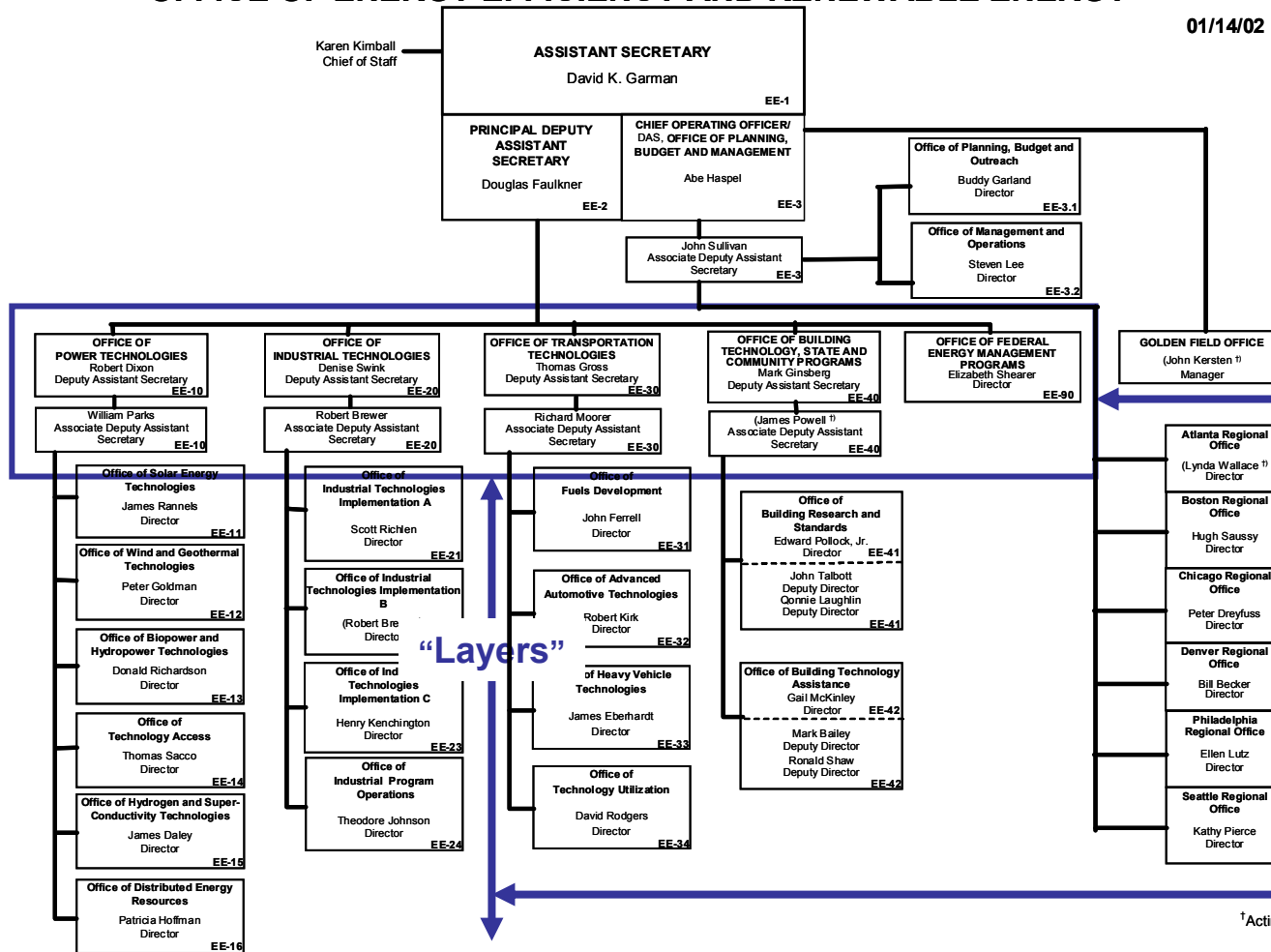
I did not originally plan to reorganize. However, in moving ahead, I decided that a new organization was needed and would be based on the following:

- There would be no EERE reduction-in-force
- It would be done in partnership with the Union
- We would strive to create win-win situations for our people
- We would strive for a structure that empowers the people managing our programs
- The “gain” from reorganizing would have to outweigh the “pain” of reorganizing

The Current “Market Sector” Model

OFFICE OF ENERGY EFFICIENCY AND RENEWABLE ENERGY

01/14/02



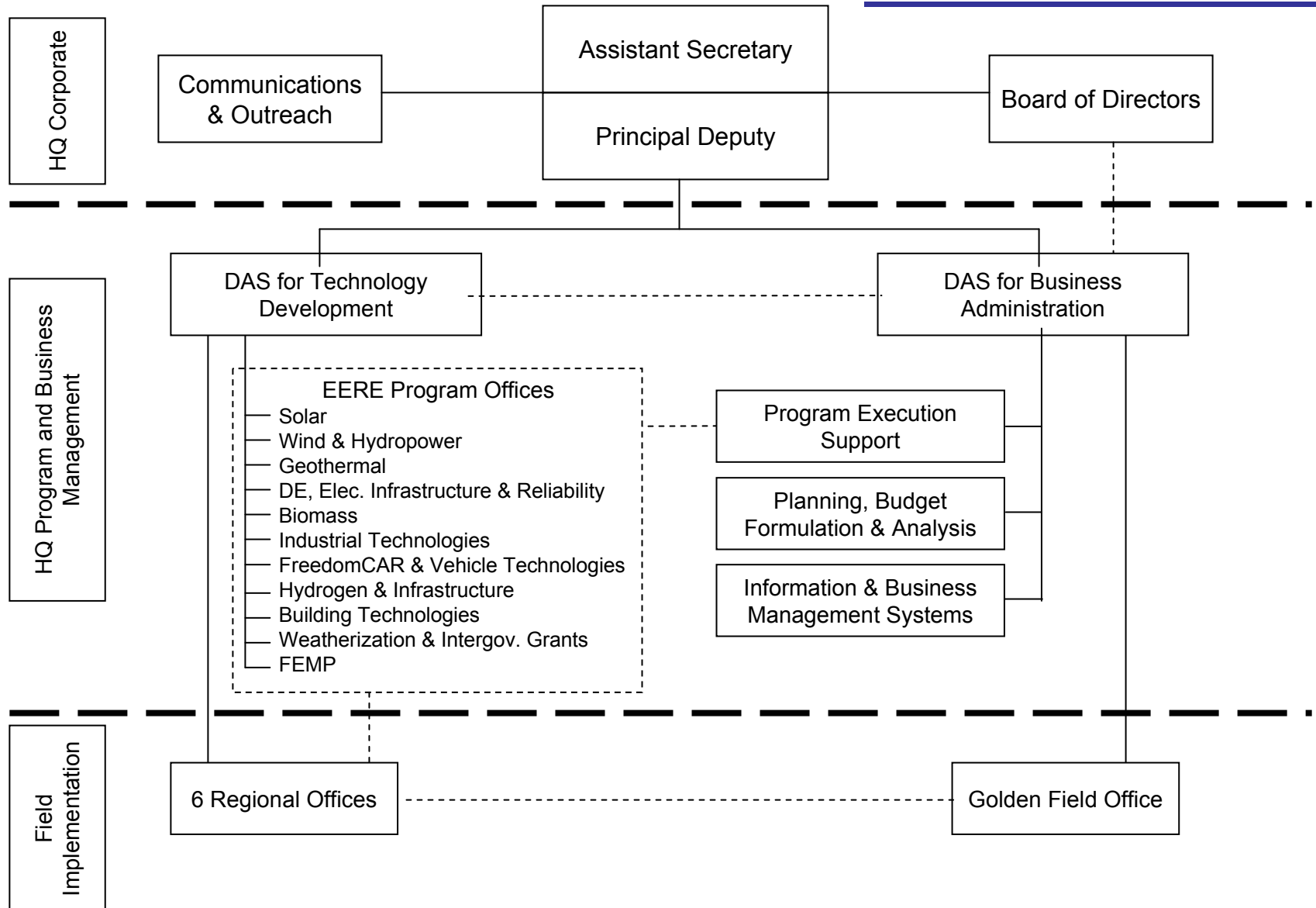
The 5 “market” sectors (power, industry, transportation, buildings, and Federal facilities) and their 17 offices result in a “stovepipe” culture.

The “stovepipes” include business management processes and systems that “fragment” EERE business management.

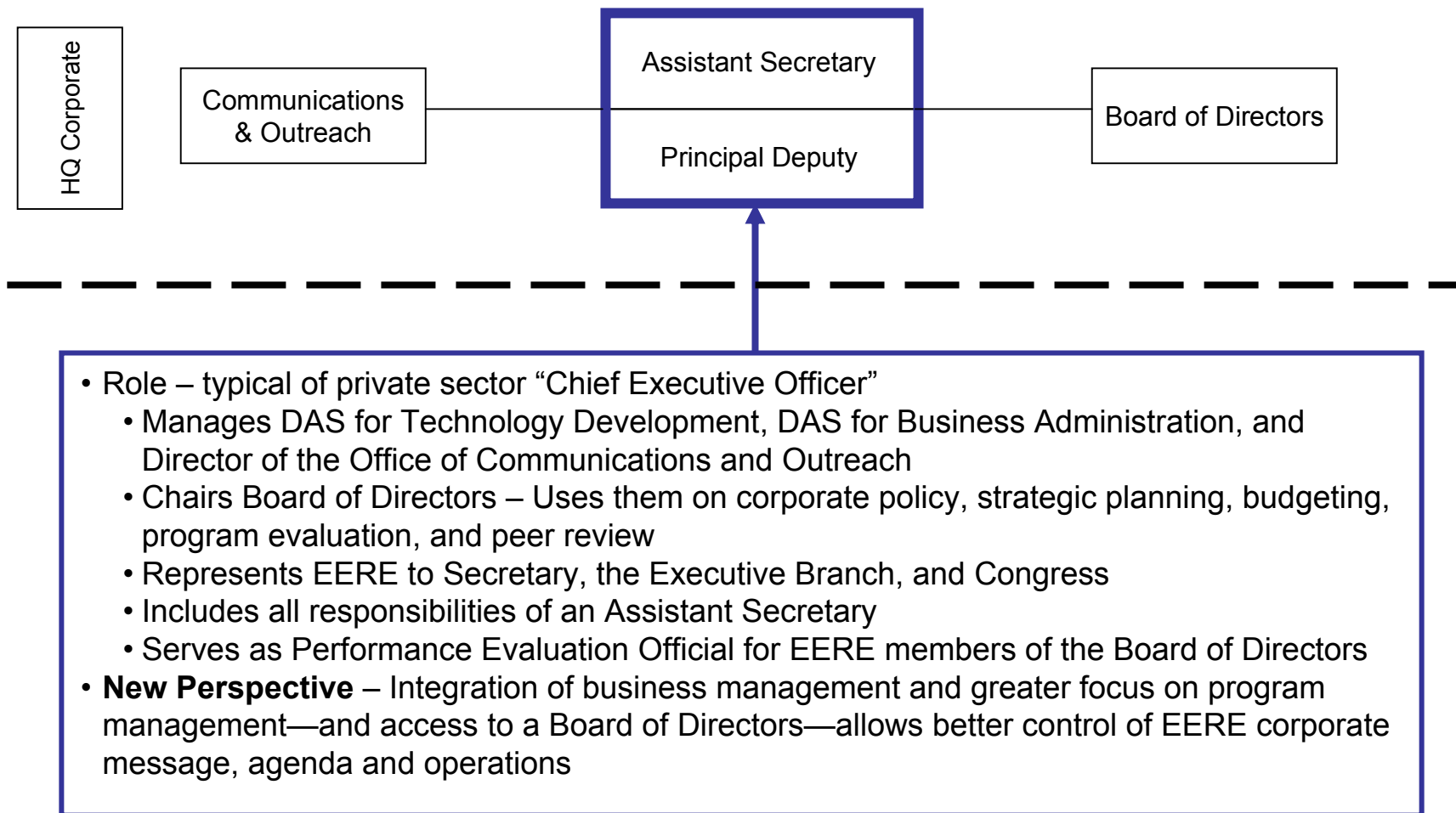
The “market” sector organizations create layers on top of programs resulting in inefficiencies.

Programs are not always visible

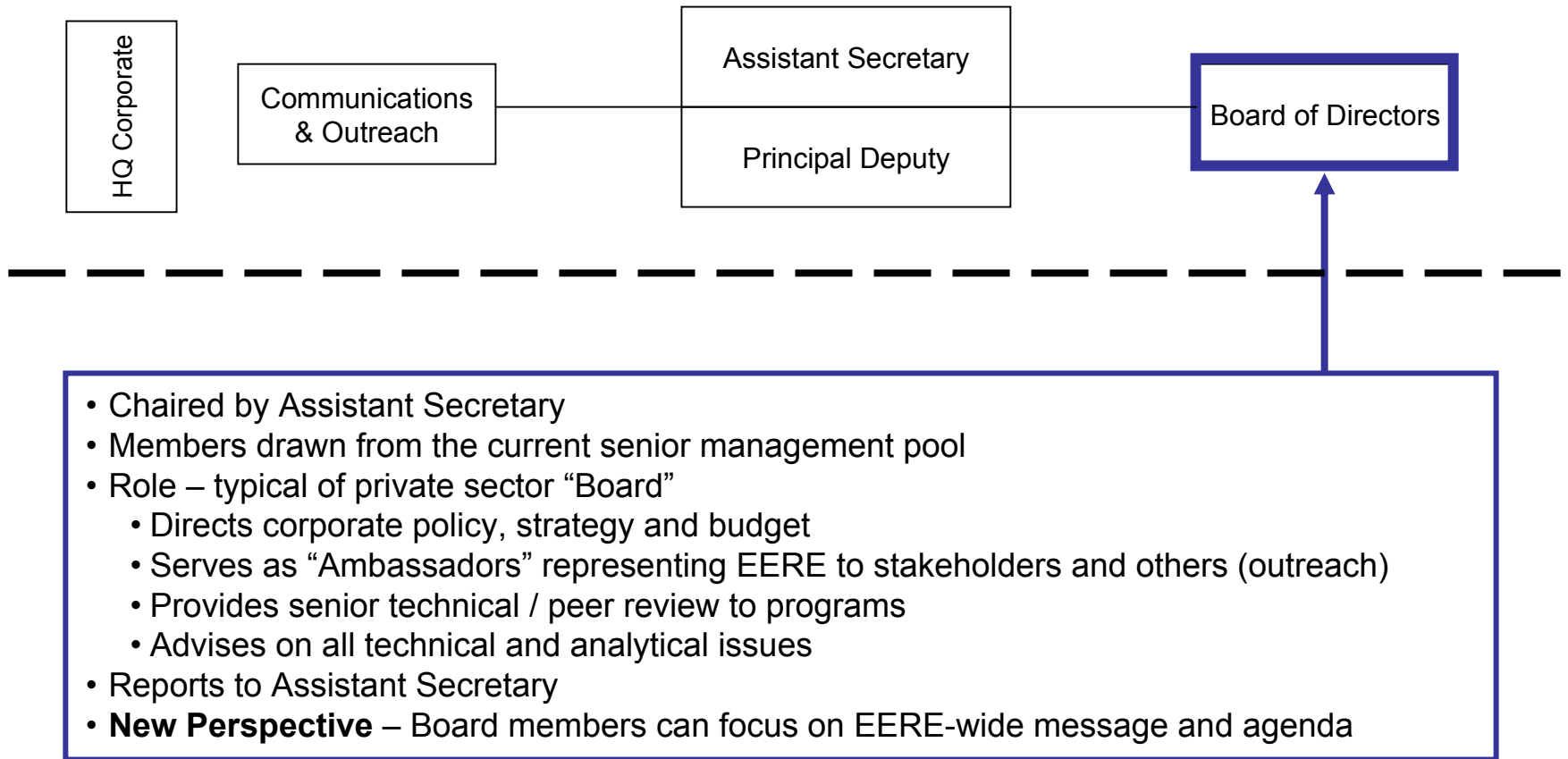
A New Streamlined, Integrated, and Focused Model



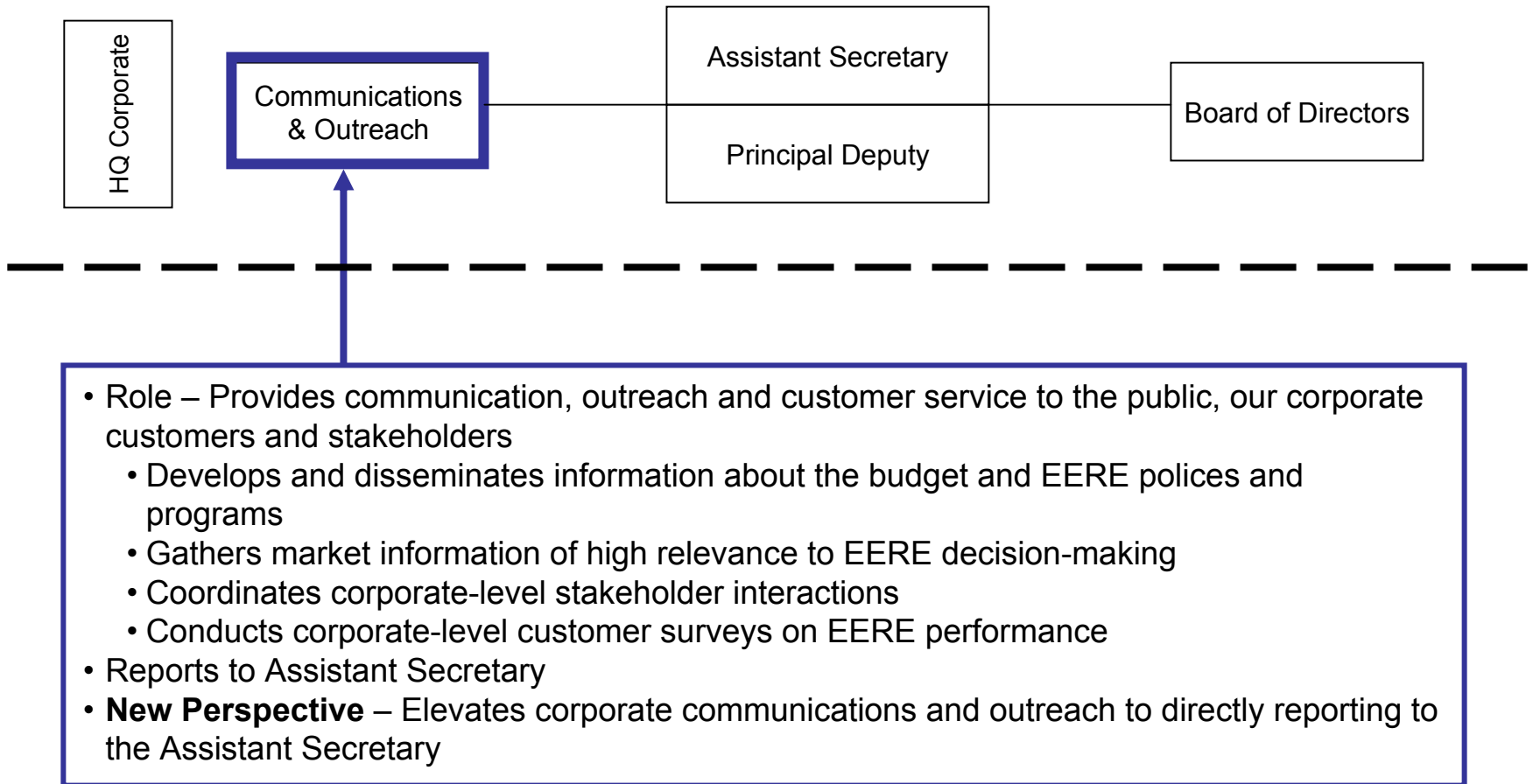
Streamlined, Integrated, and Focused – Assistant Secretary



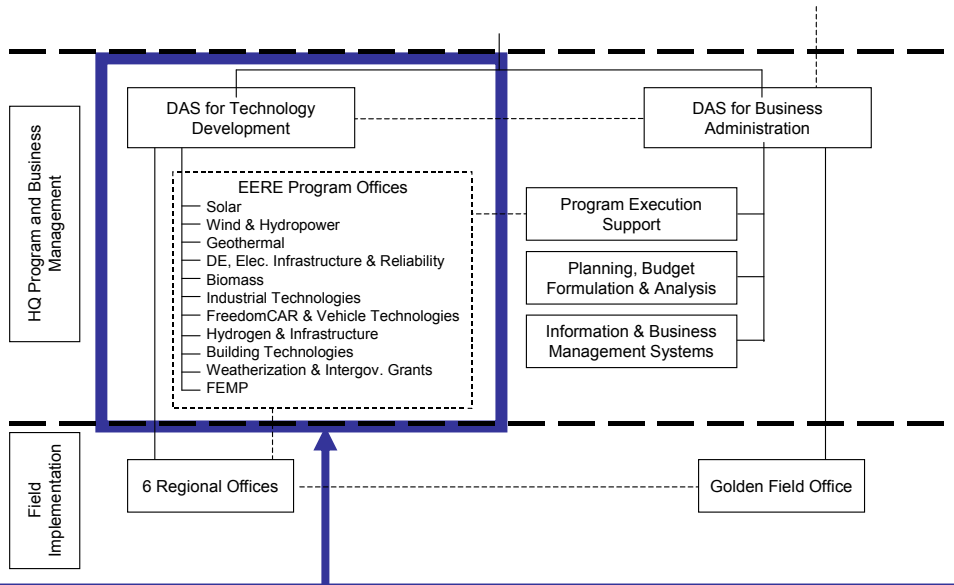
Streamlined, Integrated, and Focused – Board of Directors



Streamlined, Integrated, and Focused – Communications & Outreach



Streamlined, Integrated, and Focused – DAS for Technology Development



- Role – Exclusive source for program management
 - Manages:
 - All EERE Program Managers and the Regional Offices
 - Excludes almost all business management functions currently housed in the market sector DAS organizations—those functions are consolidated and streamlined in the DAS for Business Administration
 - Provides customer input to the DAS for Business Administration in the design, development, implementation, documentation, and training on EERE processes and systems for program and business management
 - **New Perspective** – Allows Program Managers to focus on “program management;” relieves them from excessive business management and “roving Ambassador” burdens; incorporates systems management principles

Streamlined, Integrated, and Focused – 11 EERE Program Offices

Solar

Includes PV, CSP, and Low Temperature Solar Collectors (e.g. water heaters). Zero Net Energy Buildings activities moved to Building Technologies.

Wind & Hydropower

Includes all Wind and Hydropower. Any other “fluid dynamics” related renewables work, such as ocean current, to be included here.

Geothermal

Includes all Geothermal.

Distributed Energy, Electricity Infrastructure & Reliability

Includes Distributed Energy Resources, Transmission Reliability, Energy Storage, and HTS, but moves DER/Fuel Cells to Hydrogen & Infrastructure.

Streamlined, Integrated, and Focused – 11 EERE Program Offices

Biomass

Includes OPT/Biopower, OTT/Biofuels, OIT/Black liquor gasification, OIT Agriculture and black liquor from OIT/Forestry.

Industrial Technologies

Includes IOF Vision Industries (less OIT/Agriculture and the OIT/Forestry black liquor activity), IOF Crosscutting, OIT Industrial Technical Assistance, and the R&D-related or private sector-related elements of Financial Assistance. Government grant related activities are moved.

FreedomCAR & Vehicle Technologies

Includes Hybrid Systems R&D, Advanced Combustion Engine R&D, Electric Vehicle R&D, Materials Technologies R&D, Heavy Vehicle Systems R&D, Fuels Utilization R&D, and the R&D-related or private sector related elements of Technology Utilization, with any government grants-related components moved. OTT/Fuel Cells are moved to Hydrogen & Infrastructure.

Hydrogen & Infrastructure

Includes OTT/Fuel Cells, OPT/Hydrogen, DER/Fuel Cells and any other hydrogen system-specific R&D related work.

Streamlined, Integrated, and Focused – 11 EERE Program Offices

Building Technologies

Includes Building Envelope and Systems, Appliances & Equipment, OPT/Solar/Zero Net Energy Buildings, and Energy Star.

Weatherization & Intergovernmental Grants

Includes Weatherization, State, Community, and Tribal Grants Program, OPT/International, Clean Cities, and any other government grants-related components of BTS, OIT, OTT, and OPT.

FEMP

Includes Interior FEMP funding and E&W DEMP funding.

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